

27 JAN 1982

MEMORANDUM FOR : Deputy Director for Administration
Deputy Director for Operations
Deputy Director for Intelligence
Deputy Director for Science and Technology
Chairman, E Career Service
Director, Intelligence Community Staff

FROM : James N. Glerum
Director of Personnel

SUBJECT : Revisions to the Performance Appraisal System

Attached for your information is a copy of a memorandum we submitted to the Deputy Director of Central Intelligence containing recommendations for changes to the Performance Appraisal System which he approved on 1 January 1982. The recommendations accomplish the simplification desired by Agency managers and employees without making radical changes to the entire system. Headquarters and Field notices will be published shortly advising all employees that, effective with the date of publication, the Evaluation of Potential form no longer need be completed and the Advance Work Plan (AWP) need not be forwarded for the Official Personnel Files. It is anticipated that redesigned forms will be printed and distributed within 60 days. Until they are distributed, existing supplies of the current Performance Appraisal Report and AWP form are to be used; the present form will be superseded once the new forms are distributed.

/s/ James N. Glerum

James N. Glerum

Attachment

Distribution:

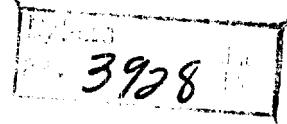
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OP/P&PS, (12 Jan 82)
(Retyped 22 Jan 82:sjw)

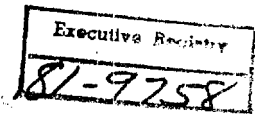
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30 DEC 1981



ATTACHMENT

MEMORANDUM FOR : Acting Director of Central Intelligence
FROM : James N. Glerum
Director of Personnel
SUBJECT : CIA Employee Performance Appraisal Program

1. Action Requested

It is requested that you approve the recommendation contained in paragraph 4.

2. Background

Proposed revisions to the Agency Performance Appraisal System were discussed at a meeting of the Executive Committee this past October. The major issue of discussion was whether parts of the system should be used at the discretion of the Heads of the Career Services. You asked that I develop an alternative Performance Appraisal Report (PAR) package which is simpler and which would be uniformly applicable throughout the Agency.

3. Staff Position

a. The changes to the PAR package now being proposed are not major but do succeed in accomplishing our objective of simplifying the system. The revisions now suggested were discussed and endorsed by members of the Personnel Management Advisory Board.

(1) The PAR form itself will be modified through eliminating the use of carbons and reducing its length to a single sheet. The contents remain essentially unchanged but the ease of handling and storing will be greatly improved. (This proposal already has your approval.)

(2) The Evaluation of Potential (EOP) will be discontinued. This eliminates an unnecessary form and saves supervisory time and effort on a matter which does not have universal application but which can be addressed directly in the narrative part of the PAR where it is appropriate.

(3) The Advance Work Plan (AWP) will be retained but changed slightly to emphasize the need for supervisors to communicate to employees exactly what is expected of them during the forthcoming rating period. The AWP will be filed in the employee's soft file and not forwarded for permanent retention in the Official Personnel Folder.

b. We believe that the proposed changes will be well received throughout the Agency and that our Performance Appraisal Program will be well served.

(1) The changes are minor and will not entail major re-orientation efforts or training costs.

(2) Employees will not be jolted by a radical change in management's approach to employee performance appraisals.

(3) The proposed PAR package contains the essentials of an effective performance appraisal system more efficiently assembled.

(4) The revised program will afford us the opportunity to further consider and experiment with other options designed to further strengthen the employee performance appraisal process.

4. Recommendations

It is recommended that the following changes to the Agency's Performance Appraisal Program be approved:

a. Discontinue the use of the EOP form, allowing raters to comment in the PAR narrative where appropriate.

APPROVED (☒)

DISAPPROVED (☐)

b. Redesign the AWP form; retain it as a part of the PAR package and as a mandatory requirement for all Agency employees.

APPROVED (☒)

DISAPPROVED (☐)

 James N. Gierum

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SUBJECT: CIA Employee Performance Appraisal Program

The recommendations contained in paragraph 4 are:

APPROVED

☒

DISAPPROVED ☐



Acting Director of Central Intelligence

1/1/82

Date

Distribution:

Orig. - Return to D/OP

- 1 - ER
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